



County of Los Angeles
CHIEF ADMINISTRATIVE OFFICE

713 KENNETH HAHN HALL OF ADMINISTRATION • LOS ANGELES, CALIFORNIA 90012
(213) 974-1101
<http://cao.co.la.ca.us>

DAVID E. JANSSEN
Chief Administrative Officer

December 14, 2004

The Honorable Board of Supervisors
County of Los Angeles
Kenneth Hahn Hall of Administration
500 West Temple Street
Los Angeles, California 90012

Board of Supervisors
GLORIA MOLINA
First District

YVONNE B. BURKE
Second District

ZEV YAROSLAVSKY
Third District

DON KNABE
Fourth District

MICHAEL D. ANTONOVICH
Fifth District

Dear Supervisors:

**APPROVAL FOR TRANSFER OF PROGRAMS FROM COMMUNITY AND SENIOR
SERVICES TO THE EXECUTIVE OFFICE OF BOARD OF SUPERVISORS
AND DEPARTMENT OF PUBLIC SOCIAL SERVICES
(ALL DISTRICTS) (3-VOTES)**

**JOINT RECOMMENDATION WITH THE AUDITOR-CONTROLLER, DIRECTOR OF
DEPARTMENT PUBLIC SOCIAL SERVICES AND CHIEF DEPUTY DIRECTOR OF
COMMUNITY AND SENIOR SERVICES THAT YOUR BOARD:**

1. Authorize the transfer of administrative responsibility for the Domestic Violence (DV) Council from Community and Senior Services (CSS) to the Executive Office of the Board of Supervisors effective January 1, 2005.
2. Authorize the transfer of administrative responsibility for the Community Services Block Grant (CSBG) Program, Office of Traffic Safety (OTS), and Refugee Employment Program (REP) from CSS to the Department of Public Social Services (DPSS) effective April 1, 2005.
3. Approve an appropriation adjustment for Fiscal Year (FY) 2004-05 Adopted Budget in the amount of \$3.9 million, reflecting the transfer of federal and State revenue from CSS to DPSS (Attachment A) to enable DPSS to begin the administration of the CSBG, OTS, and REP programs. There is no net County cost (NCC) impact.
4. Approve interim ordinance authority for the Executive Office of the Board of Supervisors pursuant to County Code Section 6.06.020 for one Administrative Services Manager I to enable the Executive Office to begin the administration of the DV Council; and authorize the Executive Office to fill this position. The cost of

this position will be fully offset by Intra-Fund Transfer (IFT) from CSS. There is no NCC impact.

5. Approve interim ordinance authority for DPSS pursuant to County Code Section 6.06.020 for 31 positions as indicated on Attachment B to enable DPSS to begin the administration of the CSBG, OTS, and REP programs; and authorize DPSS to fill these positions by transferring staff from CSS. Sufficient funding for these positions is included in the FY 2004-05 Adopted Budget.
6. Delegate authority to the Director of DPSS to prepare and execute contract amendments with the ten REP service providers, to extend the current contracts on a month-to-month basis effective July 1, 2005 through June 30, 2006 or until new contracts are in place, whichever is sooner. The total estimated monthly cost of these contracts is \$345,000, fully funded with Refugee Employment and Social Services (RESS) and Targeted Assistance (TA) program allocations. There is no NCC impact. Funding for these amendments will be included in the FY 2005-06 Proposed Budget.
7. Approve the revised CSS organizational structure as depicted on the attached organizational chart (Attachment C).
8. Direct the Chief Administrative Office (CAO), County Counsel and CSS to develop a non-financial Memorandum of Understanding (MOU) between the Workforce Investment Board (WIB) and the County of Los Angeles.

PURPOSE /JUSTIFICATION OF RECOMMENDED ACTIONS

In March 2004, the Auditor-Controller (A-C) contracted with blueCONSULTING, Inc., (hereinafter "consultant") to conduct a limited-scope management audit of CSS to assess CSS' management, leadership, strategic planning process, and administrative processes. The A-C also directed the consultant to determine if the existing programs offered by CSS should continue to be offered or if there were opportunities to enhance service delivery by moving some programs to other County departments. The consultant's report was submitted to the A-C on July 2, 2004. The report contained 44 findings and 12 recommendations covering a wide range of management areas that needed attention. On July 12, 2004, your Board received the management audit findings and recommendations from the consultant. Since July 2004, CSS and a team of departments have been evaluating the consultant's recommendations.

One key recommendation the consultant made is that the Board of Supervisors transfer to other County departments all programs and services not directly related to meeting the needs of the County's aging population. While that recommendation has merit, the team, led by the CAO and including CSS, the A-C, Internal Services Department (ISD), DPSS, County Counsel, the Department of Human Resources (DHR), and the Chief Information Officer (CIO), reviewed the consultant's recommendations on program transfers and recommends that, with the exception of DV Council, CSBG, OTS, and REP, the balance of the programs remain with CSS.

There are two additional programs, the Dispute Resolution Program and Community Services American Indian Block Grant (CSAIBG), which are currently being analyzed for placement. For now, it is recommended that these programs remain with CSS until the analysis is complete at which point we will make recommendations for placement of these programs to your Board prior to April 1, 2005.

Previously, your Board approved the transfer of the Refugee/Immigrant Training and Employment (RITE) Program to DPSS effective January 1, 2005. A recommendation to transfer the General Relief Opportunities for Work (GROW) program to DPSS effective January 1, 2005 is on the December 14, 2004 Board agenda. With the transfer of REP on April 1, 2005, all refugee programs will be administered by one department.

At the request of the Workforce Investment Board (WIB), the CAO and A-C met with representatives of the WIB to discuss how it would carry out its required oversight role responsibilities over the expenditure of Workforce Investment Act (WIA) program funds. An agreement was reached on a more collaborative approach supported by a Memorandum of Understanding (MOU). The MOU will be negotiated with the WIB and will define the roles and responsibilities of CSS and the WIB.

The consultant also made a number of recommendations to encourage a "return to basics" as a management philosophy. The "return to basics" concept contemplates CSS embarking on integrated planning processes to develop a work culture that results in a change that brings about a stable and more responsible and accountable organization. CSS has begun initial steps to institute a "return to basics" philosophy within the Department and will reinforce this through the development of a new strategic plan that directly ties this philosophy to the plan.

On July 20, 2004, your Board approved the recommendation by the A-C to implement a management team to assist CSS in resolving its immediate problems and establishing a sound fiscal and administrative infrastructure. As noted above, the team was established with the CAO in the lead. Staff from the team departments has assisted CSS in moving progressively towards a stable work culture. The team is currently planning for transition to allow CSS to maintain good business practices, including fiscal accountability.

Having interim ordinance authority for one position for the Executive Office, Board of Supervisors, and 31 positions for DPSS and filling them by transferring staff from CSS, will allow these departments to begin the administration of the programs that are being transferred from CSS.

The CAO and DHR support the request for interim ordinance authority for a total of 32 provisional allocations for the remainder of FY 2004-05. Justification for inclusion of additional one funded ordinance position in the Executive Office, Board of Supervisors, and 31 funded ordinance positions in the DPSS FY 2005-06 Proposed Budget will be provided to the CAO and DHR by respective departments as part of the budget process.

Your approval to delegate authority to extend the REP contracts will allow DPSS sufficient time to develop a new Request for Proposals as well as ensure no break in services provided to participants.

Implementation of Strategic Plan Goals

The recommended actions support Countywide Strategic Plan Goal #1: Service Excellence: Provide the public with easy access to quality information and services that are both beneficial and responsive; Goal #3: Organizational Effectiveness: Ensure that service delivery systems are efficient, effective and goal oriented; Goal #4: Fiscal Responsibility: Strengthen the County's fiscal capacity.

FISCAL IMPACT/FINANCING

The monthly estimated cost to extend the current REP contracts on a month-to-month basis effective July 1, 2005 through June 30, 2006 or until new contracts are in place is \$345,000, fully funded by RESS and TA program allocations. There is no NCC impact. Funding for these amendments will be included in the FY 2005-06 Proposed Budget.

An appropriation adjustment in the amount of \$3.9 million is requested to reflect funds that were not included in DPSS' FY 2004-05 Adopted Budget. There is no NCC impact.

Due to vacancies throughout DPSS, there is sufficient Salaries and Employee Benefits funding in DPSS' FY 2004-05 Adopted Budget to cover the cost of the 31 positions for the remainder of the fiscal year.

The cost of the DV Council position will be fully offset through IFT from CSS. There is no NCC impact to the Executive Office of the Board of Supervisors.

FACTS AND PROVISIONS/LEGAL REQUIREMENTS

Most of these transfers are consistent with the consultant's report. My office, County Counsel, DHR and DPSS have met and agreed upon policy for staff to be transferred in accordance with the existing SEIU Local 660 MOU. Additionally, in accordance with MOU provisions, SEIU Local 660 has been notified of the transfer policy for impacted classes. In general, program funding dictates the placement of job items/positions. CSS management will make an intensive effort to either reassign or transfer affected employees to items/positions, for which they qualify, within CSS.

Effective January 1, 2005, DPSS will place program staff to work at CSS headquarters to gather information regarding the CSS programs that will be transferred to DPSS effective April 1, 2005. Additionally, the A-C will audit the REP cases. These actions will facilitate a smooth transition for the participants, contractors and CSS staff impacted by the transfer.

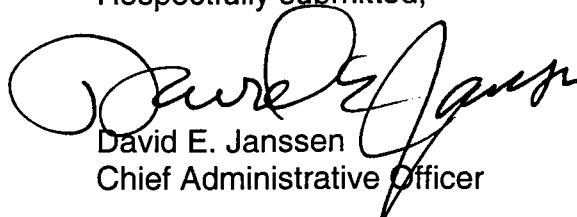
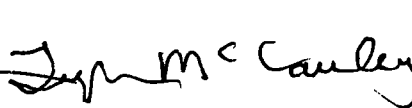
The proposed organizational chart has been reviewed by the CAO, A-C and DHR. It is deemed to be appropriate for the restructured CSS.

IMPACT ON CURRENT SERVICES

The transfer of programs to the Executive Office of Board of Supervisors and DPSS will allow for enhanced programs offered by these departments and will allow CSS to focus on the areas of accountability of the programs remaining at CSS. Members of the management team will continue to work with CSS to resolve any remaining issues and to foster a management culture of ethical accountability.

The Honorable Board of Supervisors
December 14, 2004
Page 6

Respectfully submitted,

 
David E. Janssen
Chief Administrative Officer

Tyler McCauley
Auditor-Controller


Bryce Yokomizo, Director
Department of Public Social Services


Cynthia Banks, Chief Deputy Director
Community and Senior Services

DEJ:DL
GP:GS:kd

Attachments

c: Auditor-Controller
Chief Information Officer
Community and Senior Services
County Counsel
Department of Human Resources
Department of Public Social Services
Executive Officer, Board Supervisors
Internal Services Department

COUNTY OF LOS ANGELES

REQUEST FOR APPROPRIATION ADJUSTMENT

DEPARTMENT OF CHIEF ADMINISTRATIVE OFFICE

DEPT'S
NO. 060

DEC. 1 204

AUDITOR-CONTROLLER.

THE FOLLOWING APPROPRIATION ADJUSTMENT IS DEEMED NECESSARY BY THIS DEPARTMENT. WILL YOU PLEASE REPORT AS TO ACCOUNTING AND AVAILABLE BALANCES AND FORWARD TO THE CHIEF ADMINISTRATIVE OFFICER FOR HIS RECOMMENDATION OR ACTION.

ADJUSTMENT REQUESTED AND REASONS THEREFOR

ACTION BA 3-VOTES

SOURCES:

COMMUNITY & SENIOR SERVICES

Services & Supplies

A01-CS-27189-2000

\$1,717,000

COMMUNITY & SENIOR SERVICE

Services & Supplies

A01-CS-26665-2000

\$2,183,000

USES:

COMMUNITY & SENIOR SERVICES

Federal Revenue

A01-CS-27189-9001

\$1,717,000

COMMUNITY & SENIOR SERVICES

Federal Revenue

A01-CS-26665-9001


\$2,002,000

COMMUNITY & SENIOR SERVICES

State Revenue

A01-CS-26665-8331

\$181,000



CHIEF ADMINISTRATIVE OFFICER'S REPORT

REFERRED TO THE CHIEF
ADMINISTRATIVE OFFICER FOR--

ACTION

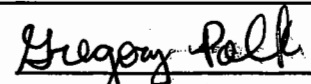
✓

RECOMMENDATION

APPROVED AS REQUESTED

AS REVISED

DECEMBER 3 2004

APPROVED (AS REVISED):
BOARD OF SUPERVISORSCHIEF ADMINISTRATIVE OFFICER
FOR DAVID JANKOVICH
20

AUDITOR-CONTROLLER BY

BY

NO. 212

Dec 3 20 004

BY

DEPUTY COUNTY CLERK

COUNTY OF LOS ANGELES

REQUEST FOR APPROPRIATION ADJUSTMENT

DEPARTMENT OF CHIEF ADMINISTRATIVE OFFICE

DEPT'S
NO. 060

DEC. 1 2004

AUDITOR-CONTROLLER.

THE FOLLOWING APPROPRIATION ADJUSTMENT IS DEEMED NECESSARY BY THIS DEPARTMENT. WILL YOU PLEASE REPORT AS TO ACCOUNTING AND AVAILABLE BALANCES AND FORWARD TO THE CHIEF ADMINISTRATIVE OFFICER FOR HIS RECOMMENDATION OR ACTION.

ADJUSTMENT REQUESTED AND REASONS THEREFOR

ACTION BA 3-VOTES

SOURCES:

PUBLIC SOCIAL SERVICES

Federal - Grants

A01-SS-25900-9031

\$3,719,000

USES:

PUBLIC SOCIAL SERVICES

Services & Supplies

A01-SS-25900-2000

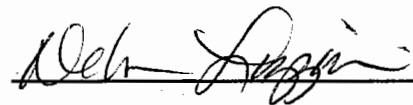
\$3,900,000

PUBLIC SOCIAL SERVICES

Other State Grants - NOC

A01-SS-25900-8884

\$181,000



CHIEF ADMINISTRATIVE OFFICER'S REPORT

REFERRED TO THE CHIEF
ADMINISTRATIVE OFFICER FOR--

ACTION

✓

RECOMMENDATION

AUDITOR-CONTROLLER

BY



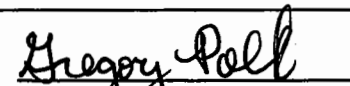
NO. 212

Dec. 3 20 04

APPROVED AS REQUESTED

AS REVISED

DECEMBER 20 04

APPROVED (AS REVISED):
BOARD OF SUPERVISORS
CHIEF ADMINISTRATIVE OFFICER
FOR DAVID JANSSEN
20

BY

DEPUTY COUNTY CLERK

**REQUEST FOR INTERIM ORDINANCE AUTHORITY
FOR PROVISIONAL ALLOCATIONS
TO THE DEPARTMENT OF PUBLIC SOCIAL SERVICES
FOR THE REMAINDER OF FY 2004-05**

Refugee Employment Program

- 5 Human Services Administrator I
- 1 Accountant II
- 1 Staff Assistant, PSS

CSBG Program

- 1 Human Services Administrator III
- 13 Human Services Administrator I
- 2 Accountant II
- 1 Secretary II
- 1 Senior Typist Clerk
- 1 Intermediate Typist Clerk

Office of Traffic Safety

- 1 Human Services Administrator I

Administration

- 1 Information System Support Analyst I
- 2 Staff Assistant II
- 1 Payroll Clerk I

Proposed CSS Organizational Chart – Management Only

